



Department of Defense  
**INSTRUCTION**  
**AD-A270 554**

December 30, 1992  
**NUMBER 1342.22**



ASD(FM&P)

**SUBJECT: Family Centers**

- References:
- (a) DoD Directive 1342.17, "Family Policy," December 30, 1988
  - (b) DoD Directive 4001.1, "Installation Management," September 4, 1986
  - (c) DoD 4165.63-M, "DoD Housing Management," June 1988, authorized by DoD Directive 4165.6, July 20, 1989
  - (d) Assistant Secretary of Defense (Force Management and Personnel) Memorandum, "Policy Changes for Transition Assistance Initiatives," June 7, 1991
  - (e) through (i), see enclosure 1

**A. PURPOSE**

This Instruction:

1. Establishes policy guidance, assigns responsibilities, and prescribes procedures under reference (a) for the implementation, oversight, accountability, staffing, and funding of Family Centers within the Department of Defense.
2. Does not establish any rights or remedies and may not be relied on by any person, organization, or other entity to allege a denial of any such rights or remedies.

**B. APPLICABILITY AND SCOPE**

This Instruction applies to:

1. The Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Unified and Specified Commands, the Inspector General of the Department of Defense, the Uniformed Services of the University of Health Sciences, the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.
2. All military members and military retirees, their families, and when authorized by the Secretary of the Military Department concerned, civilian personnel and their families (hereafter referred to collectively as "DoD personnel and their families"). Service-implementing regulations, based on the Service's needs and capabilities, shall specify the applicability of DoD Family Center programs to civilian personnel and their families.

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**93-22713**



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## C. DEFINITIONS

Terms used in this Instruction are defined in enclosure 2.

## D. POLICY

It is DoD policy that:

1. Family Centers assist commanders and DoD personnel and their families in managing the competing demands of the military mission and the family. They shall provide the information and family services necessary to support single and married DoD personnel and their family members in meeting the unique demands of the military lifestyle. Programs and services shall provide information to DoD personnel and their family members, improve skills for living by fostering competencies and coping skills, encourage self-sufficiency, and offer short-term support and assistance when necessary.

2. All military members and their families shall have access to Family Center services regardless of Service affiliation.

3. The Military Departments shall allocate to Family Centers adequate resources to accomplish their mission. Family Centers shall collaborate and coordinate with other elements of the installation family support system and civilian agencies to ensure maximum resource use. Installation and Service-level monitoring and evaluation shall be an integral part of the Family Center's provision of services to ensure high-quality service delivery to meet the needs of the DoD personnel and their families, in accordance with DoD Directive 1342.17 (reference (a)).

4. Installation and community family issues are the direct responsibility of commanding officers and installation commanders. Family Centers perform the critical roles of coordinating and integrating family support programs and policy among installation and community agencies. Family Center directors shall serve as advisors on family matters to commanding officers and installation commanders.

5. Commanding officers, installation commanders, and military members shall use Family Centers to assist in addressing the impact of family issues and specific needs upon military readiness. Family Centers shall monitor the impact of military requirements on family well-being.

6. Family Center programs shall assist commanders in meeting installation and operational mission requirements consistent with DoD Directive 4001.1 (reference (b)) and DoD 4165.63-M (reference (c)).

7. Family Centers shall act as consultants to commanders in assisting them in identifying and addressing family issues that affect mission readiness and in providing professional liaison to unit family support groups.

8. Family Center programs shall meet the needs of local commanding officers, the installation commanding officer, and their assigned DoD personnel and contribute to readiness and mission accomplishment. Such programs shall

include baseline programs, as identified in subsection F.5., below, and additional programs, as determined to be necessary by the Service or installation commander, that meet the criteria in subsection F.7., below.

9. Family Centers are a principal source of assistance and support to families during times of local or national emergency, mobilization, large-scale deployment, or evacuation. Family Center staffs shall be augmented during such periods to ensure adequate resources are available to provide comprehensive services.

10. Installation commanders shall provide Family Center facilities that are easily identifiable and within close proximity to other community support activities, with furnishings and ambiance consistent with a warm family atmosphere and designed to accommodate families.

#### E. RESPONSIBILITIES

1. The Assistant Secretary of Defense (Force Management and Personnel) shall:

a. Monitor compliance with this Instruction. In conjunction with the Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)), monitor family support issues that may affect National Guard and Reserve members.

b. Ensure that information on Family Center issues, research, and programs is exchanged among the Military Services, the OSD, and other DoD Components.

c. Promote general awareness of Family Center programs and responsibilities among the Military Departments and other DoD Components.

d. Establish appropriate oversight of fiscal, manpower, facility, and program standards developed and implemented by the Military Departments.

e. Promote and coordinate joint Service training programs for Family Center staff in baseline programs, as presented in subsection F.5., below.

f. Ensure that research on family issues is coordinated and that results are fully disseminated.

g. Establish a Family Support Coordinating Subcommittee of the Family Policy Coordinating Committee as chartered in DoD Directive 1342.17 (reference (a)) comprised of Service Family Center policy proponents.

h. In conjunction with the ASD(RA), establish the necessary framework to provide family support services to National Guard and Reserve families during contingencies, Reserve activation, and mobilization. Ensure that all National Guard and Reserve units establish ongoing family readiness programs for units not located on an installation with a host Family Center, and establish liaison programs on installations collocated with an active-duty host Family Center.

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2. The Comptroller of the Department of Defense, the Assistant Secretary of Defense (Reserve Affairs), the Assistant Secretary of Defense (Health Affairs), and the Assistant Secretary of Defense (Public Affairs), pursuant to their agreement, shall cooperate with the Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)), as necessary, in implementing this Instruction.

3. The Secretaries of the Military Departments, shall:

a. Ensure members of the Military Services and their family members, at all installations with 500 or more military members assigned, have access to Family Center services. The ASD(FM&P) will approve waivers from this requirement only in exceptional cases. This does not require installations where a Reserve component is the host to establish new Family Centers.

b. Establish implementing regulations and procedures in accordance with this Instruction.

c. Allocate to Family Center programs the resources to accomplish their missions.

d. Designate and staff offices within their respective Military Departments to provide policy guidance, program and fiscal oversight, annual reports, program needs assessments, automation, training, surveys and evaluation of Family Center programs, staffing, training, and operations.

e. Develop and implement fiscal, manpower, facility, and program standards.

f. Develop and forward to ASD(FM&P), for review and approval, a comprehensive evaluation system to measure the effectiveness of Family Centers. The evaluation system shall include:

(1) A management information report to allow Family Centers to reflect actual workloads.

(2) A Service-wide needs assessment survey, which is designed, constructed, and conducted to provide scientifically valid and reliable information about the needs and service use patterns of individuals and families. The needs assessment results shall serve as the basis for the design and planning of future services and the continuation, expansion, or termination of others.

(3) Service-wide measurement criteria for monitoring and evaluating the effectiveness of Family Center programs to ensure that (a) the programs and services offered are responsive to the prioritized needs of DoD personnel, their families, and the needs of the installation community, and (b) those served are satisfied with the quality of the service provided. The measurement criteria shall assess Family Center capability, processes, and results in meeting the purposes stated in subsection D.1., above.

g. Monitor and evaluate Family Center programs by means of the Service-wide comprehensive evaluation system. This shall include a triennial inspection of each Family Center to ensure compliance with program standards and evaluation measurement criteria. This inspection requirement may be delegated.

h. Establish baseline Family Center services at all DoD Family Centers. Ensure that these programs are adequately staffed with qualified and trained employees. These baseline Services are listed in subsection F.5., below.

i. Develop and exercise contingency plans to provide for augmentation of Family Center staff during times of local and national emergency, large-scale activation or mobilization of Reserve personnel, large-scale deployment, or evacuation.

j. Inform DoD personnel and their families of Family Center programs and services. Notify military members not residing at installations with Family Center services of the availability and services of the nearest Family Center.

k. Collaborate and coordinate Family Center programs and activities with each other and with other Federal, State, and civilian agencies and national non-profit organizations that provide family support and assistance services in order to use existing resources, information, and services to the greatest extent possible.

1. Submit a report on the Family Centers of the Military Department concerned to the ASD(FM&P) each fiscal year no later than the following February 15. The Family Center report shall document compliance with paragraphs E.3.a. through E.3.k., above, and provide an accounting of Family Center service contacts, Family Center funding (to include programmed and executed funds), and Family Center manpower resources (to include authorized and filled positions). The report should agree with justification material provided to the Congress in support of the President's budget request.

4. The Heads of the Other DoD Components shall:

- a. Ensure compliance with this Instruction.
- b. Establish procedures in accordance with this Instruction.
- c. Ensure that DoD personnel and their families, with particular emphasis on junior personnel and their families, are informed on Family Center services.

F. PROCEDURES

- 1. The DoD Family Support Coordinating Subcommittee shall:

a. Share information on Family Center programs among the DoD Components. Coordinate DoD-wide and joint Service Family Center management initiatives including training, evaluation, resourcing, and programming.

b. Make recommendations to the Family Policy Coordinating Committee.

2. Family Centers shall coordinate services and share the responsibility for family readiness planning with the National Guard and Reserve components to:

a. Ensure that Reservists and their families have access to the services of Family Centers in times of extended active duty, local or national emergency, contingency call-up, mobilization, large-scale deployment, or evacuation.

b. Assist with family readiness planning during peacetime to ensure that family members are prepared to deal with the unique roles and responsibilities associated with the activation of the citizen-soldier. Share programs, training, and resources with family support liaisons in the National Guard and Reserve components.

3. Family Centers in geographical regions with several active duty installations shall establish memoranda of understanding (MOAs) among the installations' Family Centers that provide enhanced family assistance in times of local or national emergency, mobilization, or large-scale deployment or evacuation.

4. Family Centers shall coordinate services with national and local governmental, civilian, and non-profit organizations, as appropriate, to ensure identified needs are met, to maximize available services, and avoid duplication. Family Centers shall establish MOAs, as required and appropriate.

5. All DoD Family Centers shall provide the following baseline services:

a. Mobility and/or Deployment Assistance.

b. Information and Referral.

c. Relocation Assistance.

d. Personal Financial Management.

e. Employment Assistance.

f. Outreach.

g. Family Life Education.

h. Crisis Assistance.

i. Volunteer Coordination.

6. Without relieving other DoD elements of their obligations to perform functions mandated by statute or DoD policy, Family Centers may provide other family support system programs including, but not limited to the following:

- a. Individual, Marriage and Family Counseling.
- b. Transition Assistance Program under the ASD(FM&P) memorandum (reference (d)).
- c. Family Advocacy Program under DoD Directive 6400.1 (reference (e)).
- d. Exceptional Family Member Program, as appropriate and consistent with governing DoD guidance under DoD Instruction 1010.13 (reference (h)) and DoD Instruction 1342.12 (reference (i)).

7. Family Centers may make available additional family programs and services to meet unique Service or local needs, if they meet the following criteria:

- a. All baseline services are available, properly staffed, and funded.
- b. The need for service is documented through appropriate needs assessments and surveys.
- c. Additional services are consistent with the mission and purpose of the Family Center.

8. The Family Policy Coordinating Committee under DoD Directive 1342.17 (reference (a)) may introduce new programs for consideration by the Military Departments.

9. Each installation commander shall have responsibility for identifying, coordinating, and ensuring the availability and quality of Family Center services provided on that installation. For installations without a DoD Family Center, the installation commander shall designate an installation agency to coordinate family assistance for that installation through a memorandum of understanding with the nearest established Family Center program.

#### G. INFORMATION REQUIREMENTS

The annual Family Center Program accountability and fiscal management report required in paragraph E.3.1. has been assigned Report Control Symbol DD-FM&P (A) 1910.

H. EFFECTIVE DATE AND IMPLEMENTATION

This Instruction is effective immediately. The Military Departments shall forward one copy of implementing documents to the Assistant Secretary of Defense (Force Management and Personnel) within 120 days.



Christopher Jehn  
Assistant Secretary of Defense  
Force Management and Personnel

Enclosures - 2

1. References
2. Definitions



Dec 30, 92  
1342.22 (Encl 1)

REFERENCES, continued

- (e) DoD Directive 6400.1, "Family Advocacy Program," June 23, 1992
- (f) DoD Instruction 1338.19, "Relocation Assistance Programs," June 15, 1990
- (g) DoD Directive 1400.33, "Employment and Volunteer Work of Spouses of Military Personnel," February 10, 1988
- (h) DoD Instruction 1010.13, "Provision of Medically Related Services to Children Receiving or Eligible to Receive Special Education in DoD Dependent Schools Outside the United States," August 28, 1986
- (i) DoD Instruction 1342.12, "Education of Handicapped Children in the DoD Dependents Schools," December 17, 1981

## DEFINITIONS

1. Crisis Assistance. Provision of immediate, short-term assistance in response to an acute crisis situation, designed to initiate actions necessary for restoration of functioning to the pre-crisis level. The typical steps are designed to: (1) reduce disabling tension and anxiety, (2) initiate adaptive problem solving, and (3) develop plans for additional/further assistance. The goals of crisis assistance are limited in scope and include relief of presenting symptoms, identification of remedial measures, and linkage to additional source(s) of ongoing assistance.
2. Mobility and/or Deployment Assistance. Programs and support activities designed to help single and married DoD personnel and their families to manage successfully the challenges of mobilization and deployments before, during, and after they occur. Deployment support programs help reduce personal and family emergencies and stress during deployments and assist members and families in dealing with separation. The goal is to increase individual and family morale, unit cohesion, and operational readiness by keeping Military Service members on station and functioning well during deployments and as appropriate during activation of Reserve personnel. Family Centers also support deployment readiness by providing information and counseling to assist members responsible for developing family care plans.
3. Employment Assistance. A program conducted by specially trained counselors who help military spouses, other family members, and DoD military personnel find public and private sector employment. The program includes, but is not limited to, workshops, career counseling, self-employment skills, job referrals, and guidance on self-employment in Government quarters.
4. Family Life Education. Includes prevention and enrichment programs designed for individuals, couples, and families. Prevention and enrichment programs provide knowledge, social relationship skills, and support throughout the family life cycle by enhancing self-esteem, strengthening interpersonal competencies, and offering educational activities to individuals and families for their respective roles, tasks, and responsibilities. This category includes programs focused on the prevention of child and spouse abuse.
5. Family Members. Includes those individuals for whom the member provides medical, financial, and logistical (for example, housing, food, clothing) support. This includes, but is not limited to, the spouse, children under the age of 19, elderly adults, and persons with disabilities.
6. Family Support System. The network of agencies, programs, services, and individuals that supports military readiness by preventing or ameliorating family stressors, promoting healthy community environments, and freeing DoD personnel from family worries so they are able to focus on unit missions.
7. Personal Financial Management. Programs conducted by specially trained counselors who provide personal and family financial education, information services, and assistance, including, but not limited to, consumer education, advice and assistance on budgeting and debt liquidation, retirement planning, and savings and investment counseling.

8. Information and Referral. The active linkage of individuals with unresolved information needs with the source(s) and/or resource(s) that are best capable of addressing those needs. Information and referral embodies a continuum of assistance that includes answering questions, simple referrals, complex referrals that involve identifying needs and locating resources, and client and case advocacy. Examples of subject areas include, but are not limited to, social services, schools, child care, eldercare, adoption, volunteerism, and community resources.

9. Member. Includes any member of a Military Service on active-duty or in the Ready Reserve. This includes members of the Coast Guard only when it is operating as a Service of the Navy. The term active-duty member, when used herein, refers to active component members and Reserve component members on active duty when orders specify a period in excess of 30 consecutive days.

10. Outreach. The primary focus of outreach is to deliver services to geographically or socially isolated families, families new to the military, geographically separated family members, and newly arrived Service members and families at an installation. Outreach efforts and programs shall provide a systematic method of assessing the needs of the military community, organizing the delivery of services, and identifying and developing needed services. Outreach shall focus on education and prevention, direct services, and organizing support networks to encourage self-help.

11. Relocation Assistance. Provides support, information, preparation, and education for managing the demands of the mobile military life-style. The program provides continued support throughout the entire assignment process. Essential components include, but are not limited to, briefings, workshops, sponsorship, counseling before and after moving, and emergency services. (See DoD Instruction 1338.19 (reference (f)) for additional policy guidance.)

12. Volunteer Coordination. A system to enhance effective recruitment, reimbursement, training, supervision, recognition, logistical support for, and use of, volunteers on an installation. (See DoD Directive 1400.33 (reference (g)) for additional policy guidance.)